

15 SEP 1978

MEMORANDUM FOR: Inspector General  
FROM: John F. Blake  
Deputy Director for Administration  
SUBJECT: Channels of Dissent  
REFERENCE: Memorandum from Sec/EAG to EAG Members dtd  
18 Aug 78, Subj: Minutes of Meeting, 2 Aug 78 --  
Review of Channels of Dissent

1. The referenced memorandum requested comments and thoughts for a forthcoming EAG Meeting on the subject of channels of dissent.
2. I note from the attachments to the subject material that some of the Directorates have elected to treat the subjects of EEO complaints, grievances and channels for dissent as one and the same. As we pointed out earlier, insofar as this Directorate's activities are concerned, they should be looked at individually. As I view it, channels for dissent should accommodate substantive issues as compared or contrasted with management or organizational issues. Further, NFAC's substantive issues are no doubt quite different than those which we might be concerned with here in the DDA as for example contracting procedures, medical and security decisions. It is for these reasons that I believe each Directorate should be permitted to establish its own channels for dissent and accommodate its own particular needs. Notwithstanding all this, I am in complete agreement that it is absolutely essential that the Agency's management recognize the need for and have established channels to hear dissenting views.
3. In the DDA we have the open door policy at all management levels. In this way any employee may feel free to disagree with policy, procedure, etc. and be assured that his voice is heard. Obviously the best and most basic channel begins at the bottom of the chain of command. If that is not satisfactory, each individual is able to move up the supervisory line to voice concern. This includes my Associate Deputy Director for Administration and myself. In order to better improve this channel and informal channels of communication, the Offices are urged to have conferences and meetings. Again my

Associate and I attend these conferences and as many meetings as possible. We let it be known as do Office Directors that disagreement and dissent is expected and that it should be heard. Over and above the internal Directorate relationships, each Agency person has direct access to the Inspector General and through that Office to the DCI. Obviously, at some point the individual must be prepared to accept a final decision from someone in authority.

4. More recently, I have had a series of meetings with our Administration Management Advisory Group with a view toward revitalizing it and making it perfectly clear to the membership that they are encouraged not only to receive dissenting views from employees but to bring them to our attention regardless of how radical they may appear. We will continue to meet and elicit the views of this group and have instructed each of our Directors to do the same with each of their respective office MAG groups.

5. In summary, I applaud your efforts in this most important endeavor and will assist in any way I can.

*7s/John F. Blake*

John F. Blake

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